Changes toward efficiency: information strategic management in the Brazilian Chamber of Deputies

IFLA 2009 – PRE-CONFERENCE
Library and Research Services for Parliaments Section

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I. The information strategic management in the Brazilian Chamber of Deputies

Brazil’s Chamber of Deputies (CD) has undergone a series of profound changes since the beginning of the 21st Century. New management concepts have been systematically adopted by its Governing Board, enhancing its efficiency.

During the first half of this decade, CD has laid three pillars that have supported these management changes. First of all, heavy investments have been made in IT infrastructure and tools. Second, the General Management has given a strong focus on the modernization of human resources management. Last, but not least, this decade watched an important growth in CD’s communication network, with the integration of dedicated TV, radio, newspaper and news agency units.

Thus, staff qualification and training, the implementation of IT corporate systems and an institutional communication strategy allowed Chamber of Deputies to obtain both a remarkable advancement in its overall efficiency and an enormous increase in the degree of transparency and accountability towards Brazilian society.

Since 2004, CD’s General Management started a gradual process of change in its management methods. A new cycle of improvements in the quality of products and services provided to members of parliament (MP) and Brazilian citizens would only be achieved if all units and staff had a clear understanding of CD’s strategy and acted a proactive role in its implementation.

In this context, CD’s General Management recently used a Balanced Score Card (BSC) methodology to define its strategic objectives from the standpoints of People & Technology, Business Processes and Clients (internal and external), in order to fulfill its institutional role to contribute with the improvement of representative democracy in Brazil and the promotion of citizens’ rights. Following BSC methodology, a corporate strategic map was approved by the Governing Board in March 2009 and eleven strategic projects were selected as a means to leverage the organization’s efforts towards this new level of performance required by MPs and society.

The assumption that binds these strategic projects is that Chamber of Deputies, as any parliament house, is essentially the locus where Brazilian citizens, through their elected representatives, decide about policy issues. Since the main inputs of any decision-based process are information and knowledge, which must be selected and used in the right time and context, the main focus of CD’s strategy is to reach a new level in information and knowledge management, where data, information, documents and tacit knowledge derived from CD’s legislative and administrative processes, as well as information from

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1 CD’s corporate strategic map can be viewed in Annex 1.
2 The 11 projects are: i) New budget and business processes’ management tools; ii) Key management indicators’ data ware house; iii) Project management governance; iv) Business process management governance, v) Enhancing efficiency and sustainability of physical infrastructure; vi) Competencies’ management; vii) RH qualification and training; viii) Information and knowledge management program; ix) Corporate Intranet portal redesign; x) IT infrastructure expansion; and, xi) Customer relationship management.
external sources, are captured, treated and disseminated according to the various clients’ present and potential needs. It necessarily follows that the Chamber of Deputies’ Center for Documentation and Information (CEDI) is to play a fundamental role in this new corporate strategy. That importance can be measured by the fact that CEDI is playing a leading or very active part in six out of ten strategic corporate projects.

From a purely organizational perspective, CEDI should have all the necessary resources to fulfill this role, since it encompasses the library, a records management and archives unit, a legislative information content management unit, CD’s museum, a document preservation and restoration facility, a publishing house and an information and research service that centralizes all clients’ requests concerning information products and services.

However, even though most of this organizational framework is more than three decades old, CEDI’s units were not used to work in an integrated fashion. In fact, they tended to operate in a somewhat autonomous way, which transformed them into islands with very different organizational cultures. Besides that, and due to a complex set of internal and external factors, a great number of CEDI’s staff lacked motivation to change. Therefore, the biggest challenge that CEDI has faced in the past two years has been to implement new methods of work to align its staff, technological resources, information and knowledge towards the accomplishment of common goals.

Due to this specific set of challenges, CEDI had to undergo its strategic planning before it was completed at the corporate level, instead of cascading it down from CD’s BSC map. Fortunately, no contradiction came out between corporate strategic objectives and those that were previously set by CEDI.

CEDI went through the following steps in its strategic planning, before implementing the BSC method:

- An organizational climate survey was conducted to gauge the views and expectations of the staff towards management;
- The strategic planning process began with a contest among staff members in order to select the logo and motto. The resulting motto was CEDI – the future in our hands;
- SWOT\(^3\) workshops were conducted with staff and other stakeholders. The result was a scenario diagnosis concerning strategic management;

**Mission:** “To manage information for institutional purposes, to preserve Chamber of Deputies’ institutional memory and cultural assets, and to disseminate them to society”

**Vision:** “To be a center of excellence in information management, thus contributing to the promotion of citizenship, equal opportunities and social justice.”

\(^3\)SWOT stands for Strengths, Weaknesses, Opportunities and Threats. It is a methodology to assess an organization’s internal and external environments and to evaluate obstacles that must be surpassed, as well as favorable variables that must be leveraged, in order to fulfill a desired strategy.
CEDI's values, mission and vision were then discussed by ten separate groups. Groups were purposefully assembled with staff from the six different units, and the final statements were consolidated and validated in a seminar with the attendance of over 75% of the staff.

After these steps were taken, staff at the management level started to apply BSC methodology, taking the necessary care to discuss intermediate results with their teams. That provided a sense of participation and commitment in the staff throughout all the steps in strategic planning. A provisional strategic map, as well as strategic goals’ key indicators were then presented to the whole staff, who were able to discuss and propose changes. The resulting strategic map is shown in Annex I.

According to BSC methodology, CEDI’s managers used a heatmap methodology in order to select 9 strategic projects to begin implementing in 2008. The 9 CEDI strategic projects were:

- Digital Library;
- Enterprise Content Management – ECM;
- Digital preservation of analogic content types;
- New publishing policies for CD;
- Customer Relationship Management – CRM;
- Taxonomies’ Management;
- Project and Business Process Management System; and,
- 20-year Anniversary of the Federal Constitution.

Besides the obvious requirement of leveraging the accomplishment of the strategic goals, two other main preconditions were taken into account in order to select the nine CEDI projects. First, they should have a clear corporate impact, in the sense that their implementation would not only help CEDI offer better products and services, but especially provide the Chamber of Deputies with policies and tools that will improve its corporate information and knowledge management.

Last, but not least, the projects should necessarily act as vectors for a major cultural change within CEDI, since each of them requires multidisciplinary teams and, therefore, the concurrence of the majority of CEDI’s units in their execution, as well as a strong partnership with IT analysts.

Up to 2007, librarians, archivists, researchers and other staff members rarely worked together in common projects, rather tending to go about their routines in their units. There seemed to be more competition than cooperation among CEDI’s units. As a result of that, the staff lacked a common vision. The whole strategic planning process was as important

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4 Of these, the last project was successfully concluded and the Digital Library will be fully operational in third Quarter of 2009. CEDI’s ECM project, along with Digital Library, Digital preservation and Taxonomies’ management have been consolidated as part of the corporate Information and Knowledge Management Program, whereas the CRM project was absorbed by the corporate CRM program, in which CEDI plays an active role.
as a management tool as it was as a means of changing the staff’s understanding of their personal roles within CEDI and the Chamber of Deputies.

The three case studies that will be described in the next sections provide a good example of how strategic management changed the way individual administrative units, once isolated, started to work in an integrated way, through partnerships and joint projects.

They also give an idea of how the sharing of a common institutional mission compels each individual unit to rethink its role, even when a particular activity or business process is not directly related to any of the strategic projects.
2. Case Studies:

2.1. The collection development policy

During the military dictatorship that lasted from 1964 to mid-80’s, Brazil’s National Congress was de facto stripped of most of its constitutional roles. Thus, the production of bills by the Parliament was limited both in numbers and relevance, since the Executive branch ruled by decrees, and the need for tapping, storing, treating and disseminating technical information, used to support the legislative process, was not viewed as a priority. Therefore, the Library’s efforts focused on demands which were dissociated from its historical role as supporter of the legislative process – specially leisure literature. Amid the mentioned period, CEDI’s Library acquisition policy was to have a vast and diverse collection. It was expected to have as many books and periodicals as possible, without any specific focus on users’ needs.

This lack of selection criteria was so evident as to become a subject of MPs’ worries. In 1980, Deputy Alceu Collares, in a speech at CD’s floor, argued that there was “a lack of a selection and acquisition policies for the Library, which is not updating its collection as it should be, especially in the key areas of Politics, Economics and Social policies. Useless bibliography is bought – pocket books, whole catalogs of specific publishing houses, as well as books and periodicals in languages which are not accessible to the vast majority of readers”.

In 1986, CEDI proposed CD’s Governing Board the creation of a Bibliographic Selection Committee, formed by librarians and internal users, which would have the role of drafting a collection development policy. Although a provisional committee was created, its main focus was the evaluation of the collection, in order to offer inputs for weeding and discarding activities, so as to “make room” for a future growth of the collection. Very little attention was given to the proposal of selection criteria and collection development guidelines.

By the end of the 90’s, new librarians were hired and fresh ideas concerning collection development started to flourish. Nevertheless, the Bibliographic Selection Committee dedicated most of its time to re-evaluating the collection. As far as acquisition policy was concerned, the selection criterion was to “cover the core subjects of the collection, namely Law, Political Science, Economics and Public Administration”.

This situation lasted as far as 2002, when a collection development policy was formally approved. The document states the collection development objectives, the role of the selection committee, recommended sources for the acquisition of new publications, accepted types of publications, and general selection criteria. These criteria, however, are restricted to a list of subjects that belong to the basic and complementary nuclei that form

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*Quoted from Souza, M.S., “Seleção de informações em bibliotecas legislativas – o caso da Câmara dos Deputados”, Brasília, 2009, Câmara dos Deputados*
the collection. No specific guidelines or methodologies as how to match acquisitions with the dynamic needs of the legislative process were specified.

When the first cycle of strategic management was initiated in CEDI, the issue of a collection development policy was addressed once more, with a new perspective, by Library’s staff. This new perspective was given both by CD’s corporate strategic map and CEDI’s own strategic planning.

Due to its flexibility and coherence with the BSC methodology, the Conspectus model is being used as a reference for the new collection development policy, since its basic elements derive exactly from a library’s mission statement and an exact definition of the target audience. The following corporate strategic goals and objectives provided the ideal basis for the Library’s mission statement, the purpose of the collection development and the audience to which it is addressed:

1. The goal of “setting standards of excellence in order to satisfy the needs of MPs, committees and the Floor” gives a precise outline of who are the Library’s preferential clients;

2. The objectives of “providing inputs for the decision-making process, by means of proactively supplying meaningful information and analysis in the right context and moment” and “perfecting information and knowledge management and dissemination” established clear guidelines both for the Library’s own mission and vision within this new context.

These guidelines provide CD’s Library with a new focus that will imply major cultural changes within its staff. CD’s librarians are becoming increasingly aware that they need to develop new competencies in order to play a new role in corporate information & knowledge management policy. In this context, the Library must strive to provide means to deliver information in a “just-in-time” basis, moving swiftly towards electronic information resources, while tending its traditional bibliographical collection, which holds almost two centuries of legislative history. The new collection development policy must, therefore, reflect this new paradigm.

Having stated the essential elements of this new collection development policy, the Library is currently undergoing the collection assessment and establishing depth indicators. Shortcomings in statistical data and the lack of a Customer Relationship Management tool still prevent the Library from using more quantitative and client-centered evaluation methods. Thus, during this first evaluation cycle, the evaluation method is relying mostly on a comparison between the collection’s actual composition and the fields of subjects that are demanded by CD’s standing committees and the Legislative Consulting Service. From

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6 Developed in 1980 by the Research Libraries Group (RLB) as a means of systematically and qualitatively evaluating large library collections. Chile and Australia are good examples of how well this method can be applied to the Parliamentary environment.

7 CEDI’s strategic goal of “waiting on MPs with customized and proactive information products and services” is strictly aligned with this corporate goal.

8 CEDI’s goals of “enhancing CEDI’s contribution to the decision-making process and knowledge management within the House” and “implementing a new integrated model of information management within Chamber of Deputies” have been, in fact, incorporated in CD’s corporate strategic map in these two objectives.

9 The Legislative Consulting Service acts both as a research and drafting service for MPs, committees and CD’s Floor.
this broad spectrum of activities and thematic areas, the Library is defining subjects to be included in level 4 (research).

The next step is to identify, based on the informational needs of the administrative divisions of the Chamber, the descriptors related to level 3 and, with the help of the Universal Decimal Classification table, the subject headings related to levels 1 and 2, always bearing in mind Library’s mission statement.

Once the matrix is finished, it will be applied to all bibliographic collections, and it is expected that, in the coming months, the Collection Development Policy will guide the acquisition process in a way that CEDI will be more tuned to the legislative environment.

2.2. The central inquiry unit

In 2006, CEDI moved from 24 autonomous inquiry units to one central service. Such decision led to significant changes within the Center in terms of business processes and culture. The creation of this new Central Inquiry Unit meant a revolution in the way CEDI related to its internal and external clients but, despite being a sound managerial decision, it was not properly dealt with, in terms of change management. As a result of that, its consolidation had to be gradually earned. The introduction of new management methods in CEDI, which emphasized a client-oriented provision of information products and services, was of key importance to this new service.

The new Central Inquiry Unit (CORPI) had to carve out its own path, form a whole new identity, shape the service about to be offered and, most important, assemble a team of library researchers. Actions were taken in order to define guidelines, create a knowledge base for the Unit, and establish a routine to share best practices.

In order to go through these goals and set a whole new level of quality standards, managerial guidance was provided by CEDI’s strategic plan, which provoked a tremendous impact on CORPI, as it gave the institutional support needed by the Unit to overcome the obstacles and effectively deliver its services.

BSC methodology was key to define the patrons of the Center and subsequently set up a list of preferential clients. Once this step was taken, the responses to the inquiries obeyed the strict order established by the list, which states that at the top of it come MPs, followed by parliamentary units, researchers, administrative units, staff and the public.

Besides, it was also urgent to develop a new paradigm regarding client liaison and information provision. This demand originated CORPI’s Program for Relationship Management – one of the nine strategic projects launched by CEDI in 2008.

CORPI’s program envelops five projects that are now being carried out:

i. Basic project and system requirements for a Customer Relationship Management (CRM) corporate tool:
Once with a corporate CRM system, CEDI aims to better manage the communication with its preferential clients (MPs and staff) in order to develop profiles to enhance custom-built information products.

In the second semester of 2008, the requirements were handed to the IT Center, so a bid package can be prepared.

ii. Quality standards for inquiry responses:

The purpose of this project is to supervise the responses forwarded to clients so CORPI can: a) establish standards through the development of manuals and guides; b) promote training; c) identify gaps in CEDI’s information resources; d) strengthen the awareness of quality in service delivery.

Since the project was launched, CORPI has developed manuals of procedures, standardized a number of responses generated from frequently asked questions, and conducted two training sessions – on relationship skills and on American legislation. Another training will be offered in September – on Portuguese orthographic changes that took place in January.

iii. Library research teams – according to the Legislative Consulting Service\(^9\) of the Chamber:

Being one of the preferential clients, researchers lacked dedicated staff in CORPI to do the library research work recognized as high priority. At the same time, the Unit was in need of a more specialized dialogue with the researchers. To cope with this void, staff was encouraged to take specialization courses and subject groups were formed in accordance to personnel’s preferences and skills.

As a result of the investments made, the relationship between CORPI and the Legislative Consulting Service has grown dramatically. Besides, an information monthly product entitled “Getting Aware” was launched on the Portal as a consequence of this fruitful partnership. The product comprises in-depth analysis and background information, legislation, bills, related releases issued by CD’s TV, Radio and News Agency, as well as speeches, all related to a specific hot topic or controversial policy issue which is being or will be shortly by MPs.

iv. Provision of guided visits – especially for VIP clients:

The objective of this project is to identify segments of clients who share common informational needs and offer them customized guided visits to the Center.

\(^9\) See footnote 9.
So far, CORPI has organized basic procedures within the Center to receive visitors. A manual was developed and is now being revised.

Considering that the tour includes eight stations with the engagement of people from different areas, a training session of public relations will be offered in the second semester of 2009 to equalize performances.

Since March (when the new strategy began to be implemented), thirteen groups were guided. It is important to mention that, as of now, CORPI has not proffered tours to specific segments of patrons, but responded to demands only, as the Unit has not yet reached the desired level of proficiency required to meet the project’s main goal.

v. Statistical database for policy analysis within CORPI:

The objective of this project, collaboration with the Legislative Consulting Service, is to create a statistical database on economic and social policy matters, that will help the Chamber of Deputies improve its decision-making process, both in terms of the legislative process and of the evaluation of the Executive Branch’s policies and government programs.

The Legislative Branch has been historically dependent on the Executive Branch for statistical data and, as a result of that, very important information asymmetries persist between both branches. Besides that, there are also asymmetries within the Chamber, since each standing committee is usually composed of a relatively small group of MPs that have a very deep knowledge in its particular subject, while the vast majority of MPs have a very shallow idea of the implications of a particular bill which is being discussed.

Three years went by since the creation of the Central Inquiry Unit, and a lot has been accomplished. Regarding staff, the Unit began to function with just three research librarians and now there are thirty professionals from different professional backgrounds. The amount of answered queries jumped from 13,000 in 2007 to 23,000 in 2008 – not to mention the escalating complexity of the requests. Now, even when the Chamber is in recess, CORPI is highly demanded, and it is worth mentioning the increase of queries received from the Board of the Chamber, which reflects the change of the status of the service.

Externally, the Unit is also being pointed as having a new level of performance. The Executive and Judiciary branches, as well as the Media have frequently been seeking help from the Center, and the number of citations and compliments received is a clear sign of progress.

The focus of the information provided by the Unit shifted from a broad spectrum to a more narrow target: the legislative process itself. A meeting with the Legislative Consulting Service was a milestone event for CORPI and trust and partnership began to be built between the two sectors. CORPI no longer forwards piles of documents to the researchers, but instead, focuses on tailored responses.
Accomplishments resulted in recognition and CEDI is now being perceived as a strong information pillar within the Chamber. In sum, the changes faced by CORPI were numerous and the strategic plan has unfolded a wide range of new possibilities worth striving.

2.3. Digital information for democracy: the constitutional experience

The first Cedi’s strategic project to be completed was the Citizen Constitution 20th Anniversary. The project was aligned to three strategic objectives: to promote interaction between civil society and Parliament; to establish partnerships aiming information and knowledge management and to disseminate information, memory and cultural assets of the Chamber of Deputies to wider segments of the civil society. The whole set of products, services and events that were encompassed by the project are listed in the Annex 3.

The Citizen Constitution 20th Anniversary project was also considered strategic for CEDI because, for the very first time, all units worked together, following a project management methodology, in order to deliver products and services according to a very tight time schedule, whose compliance relied upon a great degree of interdependency and collaboration among unit teams. In a nutshell, CEDI successfully used this project as an hands-on experiment of its new management methods and practices.

Brazil has had eight Constitutions since its independence in 1822. The current Constitution, drafted in two years by a Constitutional Congress elected in 1986, was promulgated on October 5, 1988. In opposition to a long military dictatorship that restricted freedom and citizens’ rights, the National Constituent Assembly (NCA) produced the so-called 1988 Citizen Constitution, an extensive text that dealt with practically every aspect of the relations between society and state, with particular emphasis on human and social rights.

As far as the legislative process is concerned, it took twenty months of deliberation and two rounds of voting and hard work in order to produce the 1988 Constitution. The task of drawing up the Constitution was shared by eight large committees and twenty-four subcommittees. There was also a Systematization Committee whose task was to consolidate the final reports from the eight committees.

There were six work stages, which produced many kinds of documents:

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<th>STAGE</th>
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<td>Preliminary</td>
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<td>• Citizen, Institutional and MPs’ Suggestions</td>
<td>• 84,708</td>
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<td>Subcommittees by Subject (24)</td>
<td>• First draft (A)</td>
<td>• 24 (A)</td>
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<td>• Amendments (B)</td>
<td>• 6,360 (B)</td>
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<td>• Subcommittees’ Final Drafts (C)</td>
<td>• 24 (C)</td>
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Most paper documents produced by the NCA were kept by the Chamber of Deputies’ Archives, while a small part of paper documents and all electronic records were stored in the Senate, which at that time provided IT services for both Houses. As a result of the intricate legislative procedures during the NCA and the absence of a common archivistic fund, retrieving contextualized information about the making of the Citizen Constitution caused great distress among MPs, members of the Judiciary, researchers, and students.

Two Chamber of Deputies’ archivists, who worked during the NCA, registered these complex steps in a reference book\(^{11}\), that became the most important source of information on 1988’s Constitutional Process for years. It contains lists and tables of all public hearings, committee meetings, considerations and, especially, changes in the writing of each Constitutional clause, from the Systematization Committee to the Final Text.

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<td>§ 2º</td>
<td>Aos atuais Procuradores da República, nos termos da lei complementar, será facultada a opção, de forma irresistível, entre as carreiras do Ministério Público Federal e da Advocacia-Geral da União.</td>
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<td>§ 3º</td>
<td>Poderá optar pelo regime anterior, no que respeita às vantagens, o membro da Advocacia-Geral da União.</td>
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<td>Os atuais integrantes do quadro suplementar dos Ministérios Públicos do Trabalho e Militar que tenham adquirido estabilidade nessas funções passam a integrar o quadro da respectiva carreira.</td>
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<td>§ 5º</td>
<td>Cabe à atual Procuradores-Geral da Fazenda Nacional, diretamente ou por delegação, que pode ser ao Ministério Público Estadual, representar judicialmente a União nas causas de natureza fiscal, na área da respectiva competência, até a promulgação das leis complementares previstas neste artigo.</td>
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<td>Art.14,§5º</td>
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<td>Art.13,§5º</td>
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<td>Art. 30</td>
<td>A legislação que criar a justiça de paz mantém os atuais juízes de paz até a posse dos novos titulares, assegurando-lhes os direitos e atribuições conferidos a estes, e designará o dia para a eleição prevista no art. 98, II, da Constituição.</td>
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<td>Art. 31</td>
<td>Serão estatutadas as serventias do foro judicial, assim definidas em lei, respeitados os direitos dos atuais titulares.</td>
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<td>Art.11, caput</td>
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<td>O disposto no art. 236 não se aplica aos serviços, rotativo, e de registro, que já tenham sido ORÇETRATados pelo</td>
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</tbody>
</table>
In 2001, a local database was developed by CEDI to structure and organize the information on NCA and the Citizen Constitution, in order to facilitate research. The content of the book by Brusco and Ribeiro was fully typed and linked to digital images of each document. Information recovery was made easier but there were still many shortcomings. Research was only possible within a local network and the NCA’s Journals’ digital image were not submitted to OCR (Optical Character Recognition) tools, preventing any text search. Besides, the database didn’t comprise all documents and records of the NCA, since an important amount of information was only available through the Senate homepage.

During the year of the 20th anniversary of the Brazilian Constitution, in 2008, a partnership was established between both Houses of the Congress to celebrate this special date, through the joint organization of seminars, exhibits, videos, publications and specific products and services for the web. The Chamber of Deputies and the Senate seized this opportunity to improve public access to NCA’s documents and electronic records, bringing together those information and data, and finally making it possible, for all those interested in the making of the Constitution, to grasp the whole idea of the Constitutional Process.
CD librarians worked hard with the IT staff to manage the migration of the Senate’s database to Chamber of Deputies IT environment. After the migration was completed, a great effort was made to assure that all data and documents produced during the NCA was organized in the best way to ease the task of retrieving the right information. The website www.congresso.gov.br/anc88 was created to contain all the information about this specific legislative process. There are, apart from documents, speeches, videos, newspaper articles, a timeline (linking dates, facts, decisions, ...), MPs’ activities during NCA and some publications in an electronic version.
By gathering all relevant information in a single website, external users and CEDI’s researchers were granted easier, faster and more thorough access to NCA’s proceedings, facts and information. For instance, the following box compares a typical inquiry about article 13 of the Constitution, that defines Brazil’s official language, both before and after the construction of the website:

<table>
<thead>
<tr>
<th>Before</th>
<th>After</th>
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<tbody>
<tr>
<td>Finding votes and debates in Systematization Committee and Floor*</td>
<td></td>
</tr>
<tr>
<td>Considering that each clause could have had until 4 votings, the steps above had to be repeated 4 times:</td>
<td>click on: &gt; Constituent Process &gt; Aproved Clauses;</td>
</tr>
<tr>
<td>1. find the number of the voting session in a table in the book (v.1);</td>
<td>click on art. 13.</td>
</tr>
<tr>
<td>2. look for the vote publishing date on the book (v.2);</td>
<td></td>
</tr>
<tr>
<td>3. read the journal to find the wanted voting.</td>
<td>(*Subcommittees and committees’ information are now available on a researchable PDF format, where users can use the search tool to find the subject. In this case, of the art. 13.)</td>
</tr>
<tr>
<td>(*The debates and votes from subcommittees and committees were not available. The users were recommended to look for the information by reading the Journals, day after day).</td>
<td></td>
</tr>
</tbody>
</table>

During 2008, CEDI’s researchers answered 371 inquiries on NCA subjects. Before the implementations that resulted in the website, each research took about 3 days to be done, depending on how complex the request was. Now, librarians take on average less than 1 day, to respond to such inquiries, with the advantage of browsing only digitalized documents, which are in turn delivered directly to the user’s mailbox. It results in efficiency, quality, fast delivery and a high level of satisfaction both for researchers and users.
Dispositivos Aprovados

Permite acompanhar os passos do desenvolvimento de cada dispositivo do texto constitucional original, da primeira votação na Comissão de Sistematização até a redação final.

Além de apresentar os resultados, cada votação remete aos Diários da Assembleia Nacional Constituinte (DANCon), onde poderão ser encontrados os debates e justificativas dos textos inseridos na Constituição.

Princípios fundamentais (arts. 1º a 4º)

Dos Direitos e Garantias Fundamentais (arts. 5º a 17)

- DOS DIREITOS E DEVERES INDIVIDUAIS E COLETIVOS (art. 5º)
- DOS DIREITOS SOCIAIS (arts. 6º a 11)
- DA NACIONALIDADE (arts. 12 a 13)
- DOS DIREITOS POLÍTICOS (arts. 14 a 16)
- DOS PARTIDOS POLÍTICOS (art. 17)

Da Organização do Estado (arts. 18 a 43)

- DA ORGANIZAÇÃO POLÍTICO-ADMINISTRATIVA (arts. 18 a 19)
- DOS ESTADOS FEDERADOS (arts. 25 a 28)
- DOS MUNICÍPIOS (arts. 29 a 31)
- DO DISTRITO FEDERAL E DOS TERRITÓRIOS (arts. 32 a 33)
  - Do Distrito Federal (art. 32)
  - Dos Territórios (art. 33)
- DA INTERVENÇÃO (arts. 34 a 36)
- DA ADMINISTRAÇÃO PÚBLICA (arts. 37 a 43)
  - Disposições Gerais (arts. 37 a 38)
  - Dos Servidores Públicos (arts. 39 a 41)
  - Dos Militares dos Estados, do Distrito Federal e dos Territórios (art. 42)
  - Das Regiões (art. 43)

Da Organização dos Poderes (arts. 44 a 135)

(Approved clauses voting page, available on www.congresso.gov.br/anc88)
Annexes
Annex 1

Chamber of Deputies’ Strategic Map

Institutional Role

- Promote citizenship and democratic procedures
- Contribute to the institutional strengthening of the Legislative branch
- Contribute to the institutional strengthening of the legislative, executive, and representative roles of Parliament

Share information and knowledge with society to promote citizenship

- Provide excellent support to committees and the plenary assembly
- Provide excellent support and advisory services to deputies

Processes

- Support decision-making processes with consistent and updated information
- Improve management and diffusion of information, content, and knowledge
- Improve transparency and accountability of legislative and administrative procedures

- Develop strategic partnerships
- Improve and optimize the logistics of procurement and supply of goods and services
- Continuously improve strategic management tools and techniques
- Promote the effective management and monitoring of business processes

Human Resources and Technology

- Ensure the required competencies for the fulfillment of CDD’s mission
- Promote the perfecting and the recognition of CDD’s staff
- Guarantee adequate and agile technological and infrastructural solutions at the corporate level
Annex 2

Strategic Map

Institutional Role:
- Design and implement a corporate communication management model.
- Design and implement coordination mechanisms and policies.
- Develop and implement the (CBI) strategic communication and CD’s cultural identity and policies.
- Increase CD’s contribution to the decision-making processes and to knowledge management policies.

Clients:
- Provide customers with a new website accessible to CD’s information, integrating global documents and other levels of media.
- Support a CD’s unit in information and knowledge management.
- Create a governance model for information.
- Establish a governance model for management processes.

Business Processes:
- Design and implement a new publishing policy.
- Implement a new digital management model.
- Design and implement a digital preservation policy for CD’s digital records.
- Establish quality standards for information products and services.

People & Technology:
- Ensure adequate conditions for the preservation of documents and multimedia collections.
- Provide adequate working conditions for the staff.
- Promote systemic vision within the staff.
- Modernize HR management methods.
Annex 3

Citizen Constitution 20th Anniversary – Summary List of Actions (developed by the Chamber of Deputies in partnership with the Senate):

<p>| | |</p>
<table>
<thead>
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<tbody>
<tr>
<td>1)</td>
<td>Special Congress Tour;</td>
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<tr>
<td>2)</td>
<td>TV and Radio Special Programmes;</td>
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<tr>
<td>3)</td>
<td>Distribution of the Brazilian Constitution;</td>
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<tr>
<td>4)</td>
<td>Seven Exhibitions spread by the rooms of the Parliament;</td>
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<tr>
<td>5)</td>
<td>Seminars and round-tables;</td>
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<tr>
<td>6)</td>
<td>Book releases;</td>
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<tr>
<td>7)</td>
<td>Citizen Constitution Homepage: videos, speeches, electronics documents, timeline of the NCA, audio, photos, digital collection of a historical newspaper;</td>
</tr>
<tr>
<td>8)</td>
<td>Constituent Park renewal: green area with trees planted by the Constituents, 20 years ago, was restored;</td>
</tr>
<tr>
<td>9)</td>
<td>Special Texts for children;</td>
</tr>
<tr>
<td>10)</td>
<td>Release of special editions and formats of the Constitution (foreign languages, recycled paper, Braille, audio DVD).</td>
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</tbody>
</table>
Annex 4

Facts about the Chamber of Deputies

Brazil has a Bicameral System (Chamber of Deputies and Federal Senate);
The National Congress’ main role: to represent the Brazilian people; to make laws and to supervise the allocation and use of public resources;
Representatives are elected directly, according to proportional electoral system (state’s population);
Minimum of 8 Representatives and Maximum of 70 Representatives per state;
The Chamber is composed of 513 Deputies, elected for a four-year-term;
Only 8,77% of the MP’s are women;
Last renewal date: 1 October 2006;
Main Bodies: Governing Board, Presidency, House Floor, Committees (Standings, Temporary and Joint), Parliamentary Attorney, Parliamentary Commissioner, Council of Ethics and Parliamentary Behaviour and Governing Board’s General Secretariat;
Number of visitors per month: 24,000 (July 2009).

Facts about the CEDI

Composed by 6 Coordinations: Library, Archive, Legislative Studies, Central Inquiry Unit, Publishing and Cultural Assets Preservation.

Numbers:
- 34 m of original documents since 1823;
- 500,000 photographs (1969-2003);
- 500 videos (1926-1981);
- 180,000 books;
- 2,600 periodicals titles with focus on Law and Social Sciences;
- 80,000 hours of audio from Plenary and Committees (1955-2007);
- 400 works of art (paintings, sculptures);
- 23,000 inquiries answered (2008);
- 1,200 published books; 90 new titles each year.
Contact Information

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